DDA Exchange

A Proposal for Change

I.   BACKGROUND

A. Origin

The DDA Exchange has been published quarterly since April 1976. In
its initial conception, it was to be . . . "A publication designed to furnish a
medium for the exchange of ideas, concepts, information and techniques that are
of common interest to the personnel who are engaged in resource management in
the DDA." Readership increased so much during the first year that the statement
of purpose was altered in order to broaden it, and the distribution was changed
to include not only Directorate planning officers but all Directorate personnel.
The statement of purpose now reads "A quarterly publication of the exchange
among DDA personnel of ideas, concepts, information, and techniques that are of
STATINT common interest." Our total readership numbers several thousand, hundreds of
whom we estimate are interested non-Directorate Agency personnel.

███████████ conducted a reader interest survey in 1977. The Exchange
emerged with high marks for its role as a communication medium for DDA personnel.
The publication has remained essentially unchanged since this survey, I assume
because of the good ratings it received.

B. Organization

The Exchange, at least on paper, is supported by the following editorial
structure:

Executive Board

    Membership - DDA, ADDA, C/MS/DDA, CMO/DDA

    Function   - sets basic editorial policy

Managing Editor

    Membership - C/MS/DDA or designee

    Function   - takes publishing action based on policy framework

Senior Editors

    Membership - one planning officer from each DDA office

    Function   - managing editor within a DDA office and a member of
                  the Editorial Board

Associate
  Editors

    Membership - EO/DDA, CMO/DDA

    Function   - Serve as consultants and members of the Editorial
                  Board

Editorial
Board

Membership - Managing Editor, Senior Editors, and Associate Editors

Function   - plan the theme and content of future issues and make recommendations to the Executive Board on policy matters.

C. Format

The Exchange has a fluid composition but basically each issue consists of: a quote of the quarter, a COMMENT by a senior Agency official, and a series of articles under department headings. The department headings are:

FEATURE   - one or more articles chosen by the Managing Editor for highlighting

FORUM   - contribution from an office(s) that is generic rather than organizational

DEFINITION   - an article that explains an Agency acronym (GAS, FOIA, etc.)

EVENTS   - actions of interest

INNOVATION   - discussion of trying a new idea (failures included)

NOTE   - a space for the Managing Editor to make any administrative comments

Various other department headings have come and gone since 1976, including DEBATE, FEEDBACK, PERCEPTION, and others. Since the structure varies, not all departments appear each month, and there may be more than one article under a department heading, including the FEATURE department.

Articles and photographs are submitted within each office to the Office Senior Editor, who selects the office contribution(s) each quarter. Submissions are selected, edited, and formatted in the Management Staff and printed and circulated by Printing and Photography Division, Office of Logistics.

D. Policy Decisions

Other than frequency of publication, classification decisions, and circulation directives, there have been few policy decisions connected with the Exchange for some time.

While there is a body of established policy concerning content, I do not necessarily feel bound to it. Very early on (circa 1976), the Editorial Board deemed the following items not appropriate for inclusion in the Exchange:

-- letters to the Editor

-- personality profiles

-- informal essays - think pieces

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-- reports of findings

-- interpretation of trends

-- personal experience - was also included on the list, but the decision was not enforced in subsequent issues of the magazine, and articles detailing personal experiences have since been published quite frequently.

None of these early editorial policy decisions appear to have been revisited since 1976 or so.

II.   MAJOR POLICY RECOMMENDATIONS

    After four years of basically the same editorial structure and format, I feel it might be time to give Exchange a fresh look. This paper documents several proposed policy recommendations. They are:

    A.   Streamline the editorial structure so that it reflects actual practice. This would only involve the elimination of our two Associate Editors (EO/DDA and CMO/DDA).

AGREE _____   DISAGREE _____

    B.   Develop a current policy statement regarding content of articles. A proposed statement is attached.

AGREE _____   DISAGREE _____

    C.   Solicit articles from non-DDA components, asking that they describe some aspect of their mission (no organization charts) within acceptable security bounds. Include these articles as available and appropriate. Some suggestions are:

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    -- OGCR (maps)

    -- ORD (anything they can publish)

    ███████████████████████████

    -- NPIC (example of photointerpretation)

    -- OER (petroleum analysis)

AGREE _____   DISAGREE _____

    D.   Devote a part of most issues to a general theme. Ask for office contributions which in some way support or add to the development of the general theme. Some theme ideas are: Technology, Energy Conservation, Nostalgia (The Good Ol' Days, complete with pictures), DDA in 1990. The use of themes leaves us with a great deal of editorial flexibility and is intended to help us make Exchange a more interesting and a more relevant publication.

AGREE _____   DISAGREE _____

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III.   FORMAT AND CONTENT SUGGESTIONS

I plan to continue the process of reinvigorating Exchange by incorporating, over time, additional changes to the format and content of the magazine. These suggestions do not have major policy implications. I plan to meet regularly with the Senior Editors and elicit additional editorial suggestions from them before proceeding. Listed below are some of the ideas that I have for changes to Exchange. We would expect others to be forthcoming from the offices.

A.   Changes to Department Headings and Content

1.   Eliminate DESCRIPTION, PERSPECTIVE, INNOVATION, and all other headings except for COMMENT and FEATURE.

2.   Retain COMMENT section as it currently is.

3.   If headings are needed, make them flexible descriptors of article groupings or of theme discussions. Don't force the use of headings if they don't add to the presentation of the article.

4.   Introduce a section on Current Events--short paragraphs on recent office happenings of general interest.

5.   Introduce a section called Update, designed to add information on a previously reported topic (e.g., an update on Assessment Centers). The Managing Editor will be responsible for inviting these contributions.

B.   Use a larger variety of photographs, within security limitations.

C.   Add more graphics.

D.   Encourage the submission of first person articles rather than impersonal third person pieces.

E.   Continue to keep office rhetoric to as low a level as possible.

IV.   OFFICE RESPONSIBILITIES

As a result of the proposed changes, quarterly office submissions will consist of:

- Current Events - a three- or four-sentence discussion of interesting office occurrences during the quarter
- Articles of Interest - no change from past submissions

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- • Theme Articles - We would hope each office would attempt to develop an article which supports the theme. If they are unable to write an article appropriate to the theme, we would accept an unrelated submission.

Offices will also be asked, as they are now, to maintain a member of their staff as a Senior Editor of the <u>Exchange</u>.

V. MILESTONES IN THE PLAN FOR IMPLEMENTING CHANGES

The steps involved implementing the changes discussed above are few and simple:

A. Meet with Senior Editors to discuss format and content suggestions and to elicit further ideas in those areas.

B. Incorporate the changes gradually.

C. Elicit and evaluate readership reaction to changes to ensure that we don't get out of touch with our readers.

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Attachment:
  Proposed Policy Statement

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APPENDIX

POLICY STATEMENT ON ARTICLE CONTENT
FOR THE DDA EXCHANGE

I.   GENERAL

In accordance with its statement of purpose, articles in the DDA Exchange will be designed to present "ideas, thoughts, information, and techniques" of common interest to DDA personnel.

II.   ACCEPTABLE CONTENT

Those articles which will be judged acceptable for publication in Exchange will meet the following content criteria:

A.   They will be of common interest to most DDA personnel.

B.   Personal opinions, ideas, or thoughts will be accompanied by a disclaimer which makes allowances for an opposing view to be presented at a later date.

C.   Anonymous articles will be accepted if, in the Managing Editor's judgment, they reflect a prevalent concern of DDA employees.

D.   Opinions which reflect dissent with Directorate policy will be accepted if, in the Managing Editor's judgment, they reflect a prevalent concern of DDA employees with that policy.

E.   Classification level of articles will be SECRET or lower. Proper classification will be attached to paragraphs, titles, and names of individuals.

F.   Names and/or photographs of individuals will be used only with the subject's permission.

G.   Articles detailing a personal experience on the job will relate that experience to a DDA function.

H.   Articles which present personality profiles will be written only at the direct request of the Managing Editor.

III.   UNACCEPTABLE CONTENT

Those articles which do not meet the requirements listed in II above will not be published. In addition, the Editor will discourage articles with the following characteristics:

A.   Those which reiterate announcements such as those contained in Headquarters and office notices.

B.   Highly technical articles.

IV.   SPECIAL CONSIDERATIONS

A.   <u>Legality</u>.   The sole legal concern regarding <u>Exchange</u> appears to be compliance with the Privacy Act.   Adherence to the provision in item I(F) above will allay any Privacy Act problems.

B.   <u>Editing</u>.   Unless substance is obscured or obvious error exists, no editing for grammer, composition, etc., will be done.

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